

South Carolina State University

Orangeburg, South Carolina

YEAR 1- SUMMARY REPORT *of the* ***2006-11 Strategic Plan***



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of the
2006 -11 Strategic Plan

Covering the Period
July 1, 2006 – June 30, 2007

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INTRODUCTION

The South Carolina State University Year 1 Summary Report represents progress achieved between July 1, 2006 through June 30, 2007 in meeting the goals and objectives of the 2006-11 Strategic Plan. Those objectives that required completion or implementation during this period are included, and in some instances, preliminary steps were taken to meet goals and objectives that are due in later years. More information may be found in quarterly reports submitted throughout the fiscal period.

Information in this summary was provided by department chairs, deans, and directors through their team leaders and compiled by the Office of Institutional Effectiveness for distribution.

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PLANNING, MANAGEMENT AND EVALUATION

KEY ISSUE: Accountability for implementation of strategic plan and resources to implement

GOAL 1: Establish a systematic process to maintain accountability for implementation of the strategic plan.

- 1. Develop and implement a plan for monitoring and reporting on strategic issues to include responsible person, timelines and a method for evaluation.**

All vice presidents, associate and assistant vice presidents, deans, chairs, and directors received the complete strategic plan with dates for quarterly reporting through June 30, 2007. Dr. Rita Teal is the Planning Director as provides quarterly reports on the progress of meeting strategic plan goals and objectives. In addition to the Planning director, team leaders (identified during the development of the plan) also assume responsibility for monitoring activities and accomplishments through unit and university-wide reports.

The EPMS document for all administrators includes various elements of the strategic plan as part of their objectives to insure that the plan's objectives are met.

GOAL 2: Establish a Data Warehouse to support evaluation of performance and management decision-making.

- 1. Establish and charter a special task force to update procedures for reporting data to organizations that rank and utilize data from SCSU.**

The Director of Institutional Research is the data manager for institutional data. The Institutional Effectiveness Executive Director and the Institutional Research Director met to identify ranking sources and types of data collected. A task force has been established to focus primarily on accuracy and timeliness of data input and submission of reports to external agencies. Twenty individuals responsible for student, financial aid, finance, human resources, and faculty/staff data have been identified as the task force. The taskforce will also assist with the development of a data dictionary and data warehouse.

- 2. Establish a data warehouse.**

Preliminary activities included reviews of literature and data sources such as EDUCAUSE, CHEMIS, NCES, and Common Data Set for establishing a data warehouse; a determination of offices that report SCSU data to external agencies; and current organizations/agencies that report SCSU data for ranking. Results indicate that University Computing and Information Services, Admissions and Recruitment, Student Financial Aid, Career Development Center, Academic Affairs Office, Finance, Registrar's Office, Felton Laboratory School Director,

academic deans, department chairs, and program coordinators provide external data. Current organizations/agencies that report SCSU data for ranking include: US News and World Report, Washington Monthly, College Board Survey, Peterson Guides (Undergraduate and Graduate Report), Diverse Issues in Higher Education, American Colleges and Universities Survey, Educational Trust – Lumina Foundation, IPEDS – National Center for Statistics (US Department of Education), and South Carolina Commission on Higher Education.

The next step will be to finalize the selection of the data warehouse software and request funding.

3. Provide data analyses to enhance performance and management decision-making

Initial data collection was utilized in the University's Accountability Report and for reporting to the President's Cabinet on enrollment. An annual Fact Book is developed and placed on the university website that includes current and trend data. Information on grade distribution is also shared with deans and chairs on a regular basis. These data sets are often utilized for program reviews and program accreditations and by committees and administrators for decision-making.

GOAL 3: Ensure effective communication of the University's mission, vision, and values.

1. Develop a comprehensive communication plan that disseminates strategic plan information to internal stakeholders.

The final strategic plan was distributed to all administrators. A schedule for quarterly strategic plan updates has been developed and will be updated annually. Information is also shared via email to all departments. The plan will also be placed on the University website in 07-08 once the revised mission statement is approved by the South Carolina Commission on Higher Education. Annual reports of the progress of the Plan will also be included on the website.

2. Establish a communications vehicle to ensure that external stakeholders are kept abreast of the status of the strategic plan.

The final strategic plan was approved by and distributed to the Board of Trustees. Quarterly strategic plan updates are provided at each quarterly Board meeting. Strategic plan goals and objectives have also been shared with the Board of Visitors and various groups to the campus. Placement on the university's website will provide greater accessibility to the plan and its progress.

GOAL 4: Improve the level of accountability of employees.

1. Provide regular reports on progress of the Strategic Plan

Feedback from the Strategic Planning Council meeting held in November 2006 indicated that the current process of communication for the plan is acceptable. To ensure accountability, regular reports are presented to the President's Cabinet and the Board of Trustees. Any concerns are addressed by each vice president within their divisions.

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### **ACADEMIC INFRASTRUCTURE**

**KEY ISSUE:** *Alignment of academic programs with market*

#### **GOAL 5: Evaluate academic programs and course offerings with respect to program viability and career potential of graduates and market needs.**

##### **1. Conduct an academic program review to determine academic effectiveness, program viability, and career potential of graduates for degree offerings at SCSU.**

The Education Commission of the States conducted an academic review that covered the following areas: assessing student supply and workforce demand, articulation with secondary schools, preparing graduates for the global economy, profiles of future students, graduation rates, competitiveness with peers, lifelong learning opportunities, and SCSU's role in promoting South Carolina's economy? A final report was submitted to the Board of Trustees at their June 2007 retreat. Academic administrators will review the recommendations of the review and submit a plan to the Board of Trustees in addressing those recommendations.

Accreditation was reaffirmed for the Speech-Language and Audiology program by the Council on Academic Accreditation in Audiology and Speech-Language Pathology for the period beginning January 1, 2006 and Ending December 31, 2013

##### **2. Develop a process for continuous improvement and evaluation of academic programs and course offerings with respect to program viability and career potential of graduates and market need.**

Academic administrators will review the recommendations of the review and submit a plan to the Board of Trustees in addressing those recommendations.

### **Market Trends:**

**Education** -A review of national and statewide trends indicates that the number of students interested in majoring in teacher education is on the decline. However, approximately 400 teaching positions remain unfilled each year and more than 250 teaching positions are being filled by long term substitutes in South Carolina. African American teachers are retiring and not being replaced. With a population of approximately 45% African American students in SC, the population of African American teachers has decreased to 17%.

**English** - A review of market trends and state needs in English indicates a shortage of minority professionals in the communications industry, and ample job opportunities for graduates with a degree in Communications. From our research, it was learned that many schools have Mass Communications majors, schools, or colleges, but none had Communications as a major in the English Department. Therefore, the department has submitted a program proposal for a new major in Communications with Concentrations in broadcasting, journalism, and public relations to Academic Affairs.

**Human Services** - The Rehabilitation Program indicates the increasing need for practitioners. The State of South Carolina's recently enacted Pathways to Success (Education and Economic development Act) will require additional Counselor Educators to work with students and their parents as they develop career plans. The Act calls for a maximum of 300 students per counselor which means counselor educators will be in great demand as they will take the lead.

**Visual and Performing Arts-** Current trends in the diverse markets for the Visual Arts and Art Education, Music & Music Education, and Drama indicate that all of these areas are potential growth areas. Art Education is a critical needs area in our state and across the United States per information provided by the South Carolina State Department of Education. In addition our studio art majors who have concentration options in sculpture, ceramics, printmaking, painting and digital media may expect to find employment in areas of teaching, digital design, art therapy, photojournalism, gallery management, industrial design, book illustration or as studio practitioners in our state which is becoming increasingly focused on those professions which support tourism and recreational interest, including, and in particular, the fine arts. While Drama is indeed a growth area nationally, opportunities in the drama field are probably more readily available outside of our state, in major metropolis areas, where commercial actors, stage productions, and active recreational industries supported by substantial tourism are more prevalent. Vocational opportunities for persons trained in the dramatic arts include acting and directing, playwriting, broadcasting, creative writing, etc. However, because our state is beginning to take an active interest in supporting the cinematic industries, this area which impacts all of the above programs is also a potential area of growth.

### **New Methodologies:**

**Department of Education-** Courses have been aligned with content area standards and assessments have been aligned with standardized examinations. An exit survey is completed by program completers every semester and a follow up study is distributed every three years. The follow up study surveys completers for the last five years. Information is used to make program improvements based on data.



**Department of English and Modern Languages** - In order to promote quality instruction that results in active learning, student success, and student satisfaction in the freshman English sequence, the department has ordered Criterion, an online writing evaluation service from Educational Testing Service. This web-based instructional tool helps students plan, write, and revise essays. Within 20 seconds, the system provides annotated diagnostic feedback and a holistic score to students and faculty. Because of the large class sizes, faculty intend to use the service for diagnostic and end of the year essays.

**Department of Human Services** - Most of the programs in the department are on the cutting edge in promoting quality instruction. Teaching/learning modalities include traditional lectures with a greater move toward online and distance/blended instruction. Currently the programs offer seven online courses and several with blended technology use. Teaching is augmented with other strategies to foster student success such as participation in professional conferences both as attendees and presenters.

**Business** - In accordance with AACSB standards, the Business Program has developed an Assurance of Learning Plan consisting of four major objectives and twelve specific learning goals. These goals relate to knowledge and skills required of successful graduates of the SCSU Business Program. Performance of students relative to achieving these goals will be measured each year and results will be evaluated at the summer faculty planning retreat with an eye toward necessary changes required for improving student performance. “Free Enterprise” was offered as a special topics course in business designed to hone the knowledge and appreciation of entrepreneurial endeavors of students involved in the Students in Free Enterprise Organization.

**Nursing** - Post graduate training for nursing graduates helped them prepare for the NCLEX national licensing exam. To date, 80% of those endorsed through this program passed the national exam.

## **GOAL 6: Prepare students to function effectively in a global society.**

### **1. Increase emphasis on international activities and globalization.**

Academic Affairs is currently reviewing proposals from universities in India and China for students to study at SCSU in business and nursing. The College of Business signed a Memorandum of Agreement with the Globalizing Business Schools (GBS) consortium sponsored by the University of Memphis CIBER. SCSU is partnered with the University of South Carolina as part of this consortium.

## **GOAL 7: Increase the utilization of technology for academics.**

### **1. Develop and implement an academic technology plan.**

Educational Technology Services has developed a technology strategy and plan that will enhance distance education and incorporate training for faculty.

## **GOAL 8: Increase access to academic programs through distance learning.**

### **1. Develop an infrastructure to support different modes of instructional delivery.**

Adherence to regulatory, accreditation and copyright requirements is part of ETS academic technology plan.

## **GOAL 9: Improve academic quality through enhanced faculty development and scholarly achievements.**

### **1. Create an infrastructure that promotes faculty development.**

Faculty in all departments participated in professional conferences as research paper presenters, paper discussants, session chairs, and organization board members. Specific levels of participation are included in annual reports from each College. All new faculty are assigned mentors from the cadre of full professors.

### **2. Demonstrate measurable evidence of faculty participation in governance.**

Dr. Evelyn Fields (Child Development) serves as President of the Faculty Senate. Dr. Ora Spann (Management, Business Administration) serves as treasurer of the Faculty Senate. Dr. Hector Butts (Management, Business Administration, serves as Immediate Past President of the Faculty Senate). Faculty serve on all university-wide committees and ad hoc committees.

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ADMINISTRATIVE & PHYSICAL INFRASTRUCTURE

KEY ISSUE: Institutional processes and resource allocation

GOAL 10: Review and improve institutional processes, procedures and resource allocation.

1. Examine current institutional processes related to allocation of resources.

The budget process has been revised for FY08. As a part of the budgeting process, staffing and Compensation procedures were reviewed for adjustment.

2. Align resource allocations to the strategic plan.

Resource allocations are on-going. Activities are reviewed, updated and modified annually or as needed basis to support the strategic plan. Procedures are in place to ensure that annual budget requests include sufficient resources to successfully implement the plan. Each quarter

the budget office analyzes and prepares a budget to actual report for both revenues and expenditures. This report is given to the president, cabinet and Board.

GOAL 11: Enhance the use of technology for administrative purposes.

1. Review the current status of technology in supporting the academic infrastructure.

Dr. Myers and Dr. Evans discussed the academic technology support model. It was agreed that Educational Technology Services should take the lead in providing support, with UCITS ensuring adequate infrastructure. To this end, disk capacity has been increased, backup hardware and software were upgraded, and redundant servers were purchased to provide more reliable and available services.

A campus-wide wireless network study was completed by BellSouth last fall. The study provides a blueprint for the installation of a complete wireless network on campus, including all buildings and select green spaces. As soon as funding is in place, the installation phase of the project will begin, which is scheduled to be completed by August 2007. Some of the academic units are planning for the installation of smart classrooms. We are assisting with procurement and installation of equipment. A budget is needed to systematically plan the installation of smart classrooms campus-wide. On-line training can be received with a computer that connects to the Internet. To originate on-line training other software is required.

2. Develop on-line learning opportunities for faculty and staff.

All faculty and staff have computers that have the capacity to connect to the Internet for on-line learning opportunities. The Department of Educational Technology Services is currently providing up-to-date on-line training and instruction to faculty and staff, which is supported by Blackboard e-Learning systems. Faculty and Staff engage in on-line learning opportunities upon request individually and/or by academic department. The Department of UCITS fully supports and provides technology assistance to the Department of Educational Technology Services on a daily basis. No technology upgrades are required at this time. Discussions are being held with Element K, vendor on State Contract, to evaluate on-line assessments of IT skills for faculty and staff. This will provide IT competency levels of employees and then identify specific courses that will mitigate IT deficiencies.

KEY ISSUE: Facilities/Infrastructure to accommodate current and future university needs

GOAL 12: Meet the current and future facilities/infrastructure needs of the University.

1. Maximize use of current university facilities.

Betty Jenkins has been designated as the space coordinator. The team has been developed through the Office of Facility Operations. A survey of faculty for input on space needs has been completed. Technology software that provides space utilization implementation is in the process of procurement. An analysis of existing space is completed. With the construction and purchase of new student housing, five dormitories have been taken off-line and an assessment is in process to determine the optimum use.

CHE has developed standards for all institutions using national and state peer institutions. SC State will assess its actual utilization based on these standards.

2. Develop a space utilization plan that incorporates input from all divisions.

The Commission Space Standards and Utilization policy was followed to develop a space utilization plan. A space allocation model to determine needs is in the process of development. A comparison of space needs to the campus master plan is in progress. A crisis management handbook has been revised for residence halls. Additional security plans are under development.

3. Remodel, expand and renovate current academic and non-academic buildings.

The entire library was steam cleaned and carpet was replaced in the lobby. Extensive improvements were made at the MLK Auditorium, Nance Hall, Student Union and the Administration Building. Also placed new air-conditioning units in Crawford Zimmerman, Staley Hall and Moss Hall. Also completed many other minor repairs. Capital Improvement Bond Funds were secured to remodel and expand Hodge Hall Science Building. Renovation of D-Wing in Turner Hall is completed. Improvements to Henderson Davis Theatre are scheduled to begin in August 2007. Completed the exterior renovations of Turner Hall Classroom Building. Improvements to Henderson-Davis Theatre are scheduled to begin August 2007. Funding is in place for Lowman Hall and design is being finalized. Construction is expected to begin in the fall 2007. The Board of Trustees approved the borrowing of \$5 million from the Equipment Leasing funds maintained by the State Treasurers' office to address these needs. Studies are being completed for Turner, Mays I and Mays II, Washington Dining Hall and the Library to determine the exact replacement HVAC Units for those buildings

4. Construct new facilities.

Funds were secured October 2006 to construct a 70,000 square foot, four-story science complex. Construction is scheduled to begin Fall 2007. SCSU is still seeking funding from the general assembly for the library. Schematics have been done. Expected cost is \$23 million.

Tuition bonds funds for \$24 million were secured October 2006 to construct a 100,000 square foot Engineering and Computer Science Building to house Nuclear Engineering and Engineering Technology programs, as well as the Mathematics and Computer Science Program. Programming for the facility is in process.

5. Enhance campus land infrastructure.

The Mack Property at 1981 Russell Street was acquired.
Acquisition of additional land is ongoing

6. Provide organized transportation for off-campus students to and from campus.

Discussions have occurred on developing a survey instrument to ascertain transportation needs of off-campus students and visiting other campuses to research best models for adaptive use by South Carolina State University.

GOAL 13: Provide sufficient on and off-campus housing and facilities to meet enrollment growth.

1. Provide adequate campus housing for an additional 2,000 students (approximately 100% increase).

1,139 New Beds have been provided. Many of these beds were replacement, but nonetheless SC State has nearly 2500 beds which are sufficient for now. Construction of all phases of 755 bed housing complex was completed January 2007. University Village was purchased March 2007 to offset residence needs per projected enrollment growth.

Bethea, Nix, Earle, Manning, Miller and Bradham halls as housing will be taken offline 07/31/07. Nix has been converted to office space for Admissions. Studies are being performed on Earle and Miller.

2. Provide adequate facilities for student life, recreation, sports and leadership activities commensurate with projected enrollment growth.

Outdoor Basketball Courts added November 2006

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**HUMAN RESOURCES**

***KEY ISSUE: Selection, Employment and Retention of Appropriate Personnel***

**GOAL 14: Improve the University's ability to attract, recruit, and retain personnel appropriate to the positions and responsibilities needed by the University.**

**1. Develop and implement advertising practices to attract/recruit desired faculty and staff.**

An Employment and Recruitment Manager has been hired to develop, coordinate and manage an effective faculty and staff recruitment program.

Semaphore, a marketing/ branding firm, has been hired to assist with the marketing and public relations for the University. A report was given to the Board of Trustees on 08/09/06 and announcements were made via public media related to marketing concepts presented.

**2. Establish competitive salary and benefits policies and practices that promote South Carolina State University as an institutional employer of choice for faculty and staff.**

To be addressed in 2007/08.

**3. Provide faculty and staff to compensate for increasing student enrollment.**

Funding needed to support new hires was approved in the budget. At least fifteen new faculty and seven additional residence hall counselors have been hired to meet needs of students. Additional positions are being advertised.

The Personnel audit is still underway. The results of that audit will determine future new hires needed.

**GOAL 15: Improve the productivity and quality of employees.**

**1. Examine roles and responsibilities of staff.**

Updated position descriptions are being collected in connection with the University's staffing analysis being conducted by a consultant and as duties and responsibilities of positions are redefined.

**2. Demonstrate measurable evidence of opportunity for staff participation in governance.**

The Staff Senate serves as an ex-officio member of the Board of Trustees and staff members are placed on university-wide committees and task forces.

**3. Promote and utilize a flexible work schedule to meet university needs more efficiently.**

The Flex-Time/Compressed Workweek Policy was revised in conjunction with the revision of the university's Personnel Policies and Procedures Manual which was approved by the President and Cabinet.

**4. Enhance the general orientation program for new employees.**

The New Employee Orientation Program has been revised to address all activities outlined in the University policy, to include being offered semi-monthly to coincide with University employment dates. The Program has been enhanced to include presentations from areas not previously included and greetings from the President (or his designee). All new employees are issued a binder with University Policies & Procedures and a newly designed "SCSU New Employees" tote bags that include: pens (SCSU New Employee) and Sports Cups (You're #1 SCSU). A video has been developed of President Hugine welcoming all new employees to the South Carolina State University Bulldog Family where "ambition becomes ability." This

project is 95% completed; release date for the video message is on track for 7/07. A draft of the Staff Development & Training Web page with new employees' information (i.e. benefits, direct deposit, people to know and parking etc.) has been developed.

**5. Establish a viable employee development program that can address the University's dynamic staffing needs.**

A comprehensive development needs analysis was conducted in July 2006 utilizing Monkey Survey, which encompassed employees at all levels, as well as managers to ascertain departmental development needs. The survey instrument is still available and is still being accessed by employees for input.

Diverse funding for employee development programs is underway. Submitted a Title III Proposal for Funding (\$47,700) dated May 2, 2007.

Data on peer institutions for information on effective employee development programs and research-published training and development programs has been obtained from University of Texas at El Paso, Rollins College, University of Miami, and the State Trainers Consortium. An assessment of the data has been completed as well as a draft of the core courses for the development programs (Administrative Professionals, First Line and Mid-Level Managers) with instructional and learning objectives geared toward addressing the issues and concerns outlined in the staff analysis. Pilot group (cross-sectional) of employees will convene to review and provide feedback on the programs.

The Ripley's Retreat, Hopkins, South Carolina has been identified as a resource to conduct team building sessions for university employees. The site will host approximate 25 employees at a cost of \$1,500. The cost includes a full day of team building activities. Additional cost for lunch may be included at a minimal cost. The scheduled pilot team did not materialized and a site visit be conducted during the month of August 2007.

**GOAL 16: Improve customer satisfaction as a result of periodic assessments.**

**1. Increase campus wide communication for customer week.**

Campus-wide communication for customers' appreciation week increased through various emails and meetings in addition to one-on-one customer service sessions. A draft was developed of the instructional and learning objectives for a course module for the development program for mid-level managers entitled: Customer Service: More than Please & Thank You, and the Administrative Professionals entitled: Keeping Your Customers Satisfied. Plans are underway to develop a vignette that will be presented at the new employees' orientation sessions and will be made available (on-line) to all employees. Additionally, we are developing "customer service tips" that will be sent via the University's intranet quarterly.

## 2. Increase staff development opportunities in customer service.

Monthly secret shopping events were conducted throughout the Campus and congratulatory tokens (T-Shirts, Let's Celebrate Singing Balloons, and Crystal Bulldogs engraved "Creating Excellence") were presented. The President, Cabinet Members and Administrators were involved in Customer Appreciation Activities held on Monday, October 23, 2006. "You are Appreciated Wristbands" were purchased and presented to all students/faculty/staff.

A consultant to assist in directing customer service initiatives has been secured. In conjunction with the Office of Staff Development and Training, training modules on telephone etiquette and general office management for administrative support staff are being implemented during Fall Semester 2006. An employee was hired in a joint appointment to perform quality assurance and athletic marketing duties. (HR)

The focus of the August 16, 2006 Faculty/Staff meeting to begin the new academic year included emphasis on customer service awareness. A satisfaction survey was distributed to faculty and staff at the meeting to get their feedback on services. Customer Appreciation Week activities were held October 23 – October 26, 2006 which included a focus on enhancing the services provided to our constituency as well as appreciation to University faculty, staff and students for their hard work in support of the institution. "Secret Shopping" for employees providing excellent customer service was conducted on November 1, 2006, two employees were awarded gifts for Excellent Customer Service.

In conjunction with the Office of Staff Development and Training, training modules on telephone etiquette and general office management for administrative support staff were implemented during Fall Semester 2006.

A customer service subcommittee of the Student Success and Retention Committee has been established with the purpose to maintain processes that promote accountability to the University's system, donors and benefactors, fee paying students and the taxpayers of South Carolina. Both the subcommittee and the Committee are analyzing survey data, such as data from the *Student Satisfaction Inventory*, to determine campus units/areas that need upgrading in customer service training.

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## RESEARCH DEVELOPMENT AND COMMUNITY INVOLVEMENT

**KEY ISSUE:** *Enhance the role of research in supporting SCSU's internal and external goals.*

**GOAL 17:** Build an infrastructure for the University to compete as an HBCU and 1890 land-grant institution with mainstream programs in basic and applied research and extension.



## 1. Become more competitive in research.

In spring 2007, four College of Business and Applied Professional Sciences faculty members developed three Capacity Building grants totaling \$800,000; four faculty members developed four 1890 grants totaling \$1,300,000; and two faculty members developed grants for the James E. Clyburn Transportation Center. 1890 Extension Outreach Research Development developed and submitted four grant proposals and received 5.5 million from the United States Department of Education to implement two GEAR-UP projects, and Educational Talent Search project, and Educational Opportunity Centers program, and an Upward Bound Math and Science project.

Academic Affairs is developing a plan for encouraging and prioritizing interdisciplinary and collaborative research. The plan will be university-wide and by college. The following projects indicate support for research activities at the University and improving and providing access to information through partnerships, grants, and internal support by the Library: **Union Catalog** - the library's e-union catalog uses the Millennium software from Innovative Interfaces Inc. Plans for access as a union catalog will follow the PASCAL (Partnership Among South Carolina Academic Libraries ) Delivers activation; August 2007. Funding will be provided by each individual library. Title III supplements the Whittaker library's budget. **PASCAL Delivers** - (operational August 2007 at Whittaker Library) will allow users to request rapid book delivery using **interlibrary loan**

As an institutional body, the Offices of Sponsored Programs, 1890 Research and Extension, Academic Deans, Vice President for Research and Economic Development, and the President determined the priority areas of research for the University: health disparities, education, engineering, transportation and economic development.

**KEY ISSUE:** *Significantly enhance and improve the university's image through increased community involvement.*

**GOAL 18: Increase partnerships and collaborative efforts to strengthen community, governmental, and international relations.**

## 1. Enhance the University's partnerships with local industries and businesses.

A Memorandum of Understanding was developed between the SC Research Authority and SCSU. The agreement will define cooperative efforts to leverage the capabilities and skills of each organization in order to create and capitalize on potential business opportunities. The 1890 Extension Program is in the process of renewing and establishing additional Memorandum of Agreements with educational partners, college bound organizations and faith-based organizations across the State of South Carolina. Through its 4-H Youth Development Program, it provides services to students throughout the state of South Carolina (i.e. child development, after-school programs and child care provider certification).

SCSU entered into an agreement with the Orangeburg County Council to establish the SC World Trade Center. An initiative was established between SCSU and Francis Marion University to focus on Health Education and Economic Development in the I-95 Corridor. A legislative proviso was written to seek state funding to assess known development needs in the I-95 Corridor and to recommend solutions to the needs identified. The Department of Education (DOE) requested and received funding to develop a partnership with school districts along the I-95 Corridor to increase the number of teacher education majors coming from this region of the state.

## **GOAL 19: Improve the social, economic and physical well-being of citizens in South Carolina.**

### **1. Increase the level of inter-disciplinary, community-based participatory research.**

The Office of Sponsored Programs (OSP) and 1890 Research co-sponsored a university-wide meeting on opportunities and available resources for research. The Office of Sponsored Programs conducts a Request for Proposals (RFP) analysis on request and maintains a website to monitor and disseminate state, federal and corporate funding opportunities. OSP secured approval to hire a grants writer for the OSP. OSP has registered faculty members to receive automatic email on funding opportunities based on research interests. OPS has a license, InfoEd, for funding sources.

The Transportation Center (JECUTC) hosted its Annual Statewide Transportation Research and Curriculum Needs Conference on November 9-10, 2006 to discuss transportation research and curriculum needs for federal, state and private transportation agencies and providers. On October 24-25, 2006, the JECUTC hosted the US Department of Energy/National Nuclear Administration Minority Serving Institutions Workshop for 24 HBCUs. The Workshop focused on developing successful proposals for the DOE's research agenda.

The 1890 Extension program held five entrepreneurial workshops across the state through the Adult Leadership and Rural Development program. JECUTC is in collaboration with the Lower Savannah Council of Governments to conduct a feasibility transportation study for the Orangeburg/Calhoun county area. Application for funding will be forwarded to the SCDOT.

The 1890 Extension program's Northeastern Corridor of Orangeburg Community Development Corporation (NCOCDC) works to improve the economic conditions and opportunities for residents in the state of South Carolina and hopes to build wealth for its clients through various initiatives. Through its Owner-Occupied Rehabilitation Program, the NCOCDC provides up to \$15,000 to qualified applicants to receive repairs to their homes that would eliminate health and safety hazards. Also, homebuyer workshops are held to educate and prepare first-time home buyers for purchasing a home. The NCOCDC is also awarding grants of up to \$18,000 to assist prospective homeowners with low to moderate income to purchase a home. The NCOCDC is able to award the grants to first-time home buyers after receiving a \$200,000 grant from the Federal Home Loan Bank of Atlanta and \$80,000 grant from the sub recipient of \$600,000 award through HUD's HBCU grant program. The funds

from HUD helps grantees to carry out projects designed primarily to benefit low and moderate-income residents by helping prevent or eliminate slums or blight, or meet urgent community development needs in their localities.

The 1890 Extension Outreach Research Development, through its GEAR UP/TRIO Program, provides college access services and activities for youths and adults in 10 South Carolina counties. Additional programs will be added.

**GOAL 20: Improve the effectiveness of the 1890 Research and Extension Program's integration and support of teaching, research, extension, and public service.**

**1. Increase efforts to raise the awareness of 1890 Research and Extension Program Resources.**

On July 16, 2007, 1890 Research and Extension hired its new communications coordinator to strategically convey the importance of 1890 Research and Extension programs to its constituents. Press releases written by this office have been distributed to media statewide, and some have appeared in the *Times and Democrat*, the *Marlboro Herald Advocate*, the *Item* (Sumter). This office also secured an interview with WSPX 94.5 about the Affordable Housing program, which is administered by 1890 Extension's Northeastern Corridor of Orangeburg Community Development Corporation. The 1890 Research and Extension program plans to launch a Web site and create a newsletter that will be used to further communicate the significant value of its research projects and outreach programs.

The Research Proposal Guidelines stipulate that all research must have an Extension Component included in the written proposals. Potential researchers meet with the Research Administrator and the Extension Component is reiterated. The Evans-Allen Peer Review Panel includes Extension personnel to ensure compliance to the Research Proposal Guidelines. Meetings were held with three department chairs and five faculty members to discuss Evans-Allen proposal development. Two faculty members are developing proposals.

**GOAL 21: Improve the utilization of the James E. Clyburn University Transportation Center's resources and leadership capabilities to advance transportation systems and services in rural and small communities.**

**1. Use JECUTC's funds to conduct research and provide technical assistance to rural and small communities in South Carolina.**

Research funds are being used for the Bamberg County Transportation Project and the Allendale County Scooter Project. In addition, seven research projects involving rural areas

have been funded through the Southern Rural Transportation Center. On 012907 met with the JECUTC Technical Advisory Council to recommend research agenda for the year.

The JECUTC is presently conducting a transportation system feasibility study for the Calhoun and Orangeburg counties. The study is expected to be completed August 2007.

The JECUTC is currently assisting the SC Lt. Governor's Office Systems Transformation Grant Advisory Committee on a project to coordinate transportation services to older adults and persons with disabilities. Their aim is to enhance the quality of life for seniors through advocating, planning and developing resources in partnership with state and local governments, non-profits and the private sector, individuals and advocates to meet the present and future aspirations of the growing senior population.

The JECUTC is working with the SC Department of Transportation on a statewide multi-modal transportation system and securing Light Rail in South Carolina communities. On January 18, 2007, JECUTC staff met with representatives of the Lower Savannah Council of Governments to discuss planning for the Orangeburg/Calhoun transportation system. On January 25, 2007, the South Carolina Department of Transportation has accepted the JECUTC's proposal to train local citizens for jobs in the area of transportation for bridge construction. The South Carolina Department of Transportation has accepted the JECUTC's proposal to train local citizens for jobs in the area of transportation for bridge construction. JECUTC is partnering with SRNL/Clemson University/SCRA in an Alternative Fuel Research project (Ethanol).

## **2. Seek additional funding to continue transportation services.**

Presently, JECUTC is seeking funding from the Federal Highway Administration (FHA) and Department of Energy to continue the programs and activities of the Southern Rural Transportation Center. In September 2006, JECUTC obtained \$1 million in funding from the Department of Energy. Meetings have been held with the Federal Motors Carrier Safety Administration and the FHA to explore collaborative efforts in training, research and funding. Discussions are continuing. Authorization has been granted to continue administration of programs. JECUTC is also seeking funds from the U.S. Department of Homeland Security and the Office of Civil Rights/U. S. Federal Highway Administration. Meetings have been scheduled with the SC 6<sup>th</sup> District Congressional staff. Discussions are underway with the Office of Civil Rights, Federal Highway Administration.

## **3. Establish collaborative community partnerships throughout the state to promote and support the development of rural transportation services.**

The JECUTC website is continuously updated monthly and is monitored by JECUTC and U.S. Department of Transportation. The JECUTC brochure has been completed and submitted by Tom Sawyer, Inc. to SCSU for final approval and acceptance. Recent articles concerning JECUTC programs appeared in Greenville News Post and Courier and The State Newspapers. JECUTC director is currently working with the Office of Institutional Development to provide additional coverage of the Center. JECUTC is also advertising to employ a technical writer. A brochure for the JECUTC's Environmental Policy Institute has been developed. In January 2007, the Office of University Relations and Marketing produced and published three news releases on the JECUTC and its activities.

JECUTC staff is currently working with USC-Spartanburg providing technical assistance to obtain funding for a study of Spartanburg County Transportation Authority. JECUTC developed partnership with Clemson University and the South Carolina Research Authority-Biofuels project. A partnership with South Carolina Hydrogen and Fuel Cell Alliance has also been developed.

The JECUTC is providing a transportation training program for minorities and underemployed citizens. The program is funded by the SCDOT/FHA and provides training for the bridge construction industry.

An in-service was held at the JECUTC conducted by the Federal Motor Carriers Safety Administration personnel. The JECUTC and MUSC conducted the Community Leaders Institute in Williamsburg and Barnwell Counties on May 4-5 and May 18-19, 2007.

## **GOAL 22: Improve the quality of life of citizens and the economic development of the region.**

### **1. Enhance faculty and staff involvement in the community – quality of life.**

Faculty are active participants in community development/service activities through service on boards and commissions, and through individual volunteer efforts. A few of the specific activities are listed here. Additional involvement is included in the 2006-07 annual reports.

Accounting students helped prepare income tax returns for the elderly and low income individuals as part of the VITA program. Librarians conducted storytelling sessions at the following institutions: Kiddie College Daycare; Orangeburg School District Five – Dover Elementary School, North, SC– Sheridan, Elementary School, Orangeburg, SC; Orangeburg School District Four – Hunter-Kinard-Tyler Elementary School Career Day, Norway, SC, and Bethel United Methodist Church, Smoaks, South Carolina. Two librarians provided instruction to the following: Orangeburg School District Five – Orangeburg-Wilkinson High School Freshman Academy Classes (17 English classes)

The Department of Education has proposed partnerships with schools on the I-95 Corridor to increase the number of students from those districts seeking a degree in teacher education. In February 2007, faculty in the Department of English and Modern Languages went to Orangeburg-Wilkinson High for a “Dialogue” about what we do, what they do, and how we can support each other. The Modern Languages Area sponsored a successful Foreign Language Advantage Camp June 4 -16 for 23 high school students who had the total college experience: attending classes, lectures, and demonstrations; staying on campus; eating in the cafeteria, etc.

The library’s information resource consultant II gave a 15-minute presentation (need for a good support system; financial aid; mapping out course schedule; etc.), at Claflin and a library staff member proctored the Georgia Assess Online test for a community user in the Reference and Information Center. A librarian provided a storytelling session in March 2007.

The 1890 Extension program, through its Community Education program, conducts several community technology classes (i.e., Introduction to Computers and Microsoft Word, Introduction to PowerPoint, Introduction to Excel, Introduction to Keyboarding for Seniors and Introduction to Keyboarding) in the John W. Matthews, Jr., 1890 Extension Center as well as other community sites. In addition, the mobile technology center provides computer literacy and technology awareness throughout the state of South Carolina. Educational camps provided technology opportunities for youth during the summer. The 1890 Research program purchased SMART boards to expand the technology efforts of the 1890 Program.

An initial site visit was made to the Penn Center to expand Gullah Studies and other educational opportunities at PC. Other collaborations with Black Studies institutions are planned. The Community Education Program of the 1890 Extension offered a Spanish class to the citizens of the community for greater appreciation of the Hispanic population and acquisition of language skills to expand the African American and Hispanic culture experience.

**2. Assess the needs of the local community and adjust our program activities accordingly.**

Research needs of the community were identified through constant stakeholder input from persons across the state in targeted areas. In July 2006, a SRTC survey ascertained the conditions and needs of the rural community. 1890 Research and Extension community input is solicited from internal and external stakeholders. Two Advisory Council Meetings were held. JECUTC is participating with the Statewide Plan Transit Subcommittee for the SCDOT to access transit need for the state of South Carolina and its communities. Evaluations will be analyzed and processed. Three vehicles were purchased to assist researchers in their data collection and service to the community.

**GOAL 23: Improve the effectiveness of the Office of Sponsored Programs in leadership, facilitation and oversight of the University's research program.**

**1. Maintain a comprehensive information management system that incorporates the research needs and interests of the University, the training and expertise of faculty and staff, and the unique academic (educational) framework of the University.**

SCSU has purchased the Comprehensive Management System that will allow the University to streamline its operation and incorporate the needs of the University faculty. InfoEd database and computers were purchased. The Office is in the process of implementing the InfoEd training module for OSP Staff. OSP Staff assisted faculty in completing and submitting LS-SCAMP proposal to NSF (\$5,000,000) and in completing and submitting EXPORT proposal to the National Institutes of Health (\$4,800,000).

**2. Broaden the research funding base of the University to include a broad spectrum of federal agencies, corporate and private foundations, and state and municipal funding sources.**

OSP staff completed and submitted for approval the position description for a Grant Proposal Writer and is in the process of researching the job description for a Compliance Officer. The Research Incentive Plan (RIP) and the Research Award and Payment Plan (RAPP) drafts have been completed and submitted for review.

The OSP staff has participated in technical assistance workshops hosted by various governmental agencies and provided training opportunities for faculty and staff through departmental workshops and seminars.

Number of Workshops: 5

Number of Proposal Submissions: 12

Number of Funding Search/Proposal Assistance/Training of Faculty/Staff:: 15

Number of Faculty registered on Sponsored Program Information Network (SPIN): 121

\*Proposal submissions: 8

\*Funding Search/Proposal Assistance/Training: 6

\*Presentations: 1

**3. Establish mutually beneficial (long-term) research partnerships and collaborations with major corporations and other educational institutions.**

OSP completed Phase I–2006-2007 Research Capability Brochure and its revision. In the process of working on Phase II – Comprehensive Capability Statement: Identified colleges and university, developed format and outline for Book. The 2007 Capability Brochure was completed, received from the printer and distributed. OSP co-hosted the National Sponsored Programs administrators Alliance Conference in Charleston, SC.

**4. Restructure the OSP to be more responsive to the external research environment.**

An updated White Paper prepared by OSP on the restructure of the OSP Office has been submitted. Presentations have been made to faculty and staff on grant compliance issues. Hiring a Grants Compliance Administrator has been discussed. A draft copy of University Intellectual Property Guidelines has been completed and submitted for review. All policies have been updated to reflect current date. The OSP Handbook is completed and has been sent forward to the vice president. The OSP staff has participated in technical assistance workshops hosted by various governmental agencies and provided training opportunities for faculty and staff through departmental workshops and seminars.

## INSTITUTIONAL ADVANCEMENT

**KEY ISSUE:** *Increase revenues through enhanced fundraising initiative*

**GOAL 24: Increase fundraising goals to advance the mission of South Carolina State University.**

### 1. Strengthen Annual Giving Campaigns.

*Recently hired a new Assistant VP for Development.*

In an effort to increase major private gifts to the University, the following strategies are being utilized:

- Identify, cultivate, and solicit potential corporations/foundations.
- Review three-year giving history of previous corporate and foundation contributors.
- Prepare analysis illustrating prospective and existing donors' charitable giving history and confirm strategic business interest
- Establish giving request amount.
- Identify appropriate SCSU leadership that may be instrumental in securing gift from prospective donor.
- Prepare proposal, letter of inquiry, and/or establish visit.
- Coordinate visit with appropriate SCSU staff and prospective donor.
- Visit follow-up action.

### 2. Develop Planned Giving Program.

In the process of hiring a Director of Annual Fund and Planned Giving. Currently reviewing potential candidates.

Alumni Relations designed a system that will take into account four categories that will facilitate growth in private gifts from Alumni: Class gifts, Chapter gifts, Special Promotions, and Direct Solicitations.

### 3. Raise \$30 million in five years.

\*The Philanthropic report below reflects the gifts earmarked for the South Carolina State University Foundation for the 2006-2007 fiscal year. (Due to an ongoing external audit, this report does not include contributions deposited in the SCSU Advancement Foundation.)

Contributions: \$1,898,736.91

Expenditures: \$ 346,589.06

Grand Total: \$1,552,147.85

During the 2006-07 fiscal year, WSSB external funding through grants increased due to grant funding received from CPB.

2005 - 06 CPB Funding Received - \$70,120

2006 - 07 CPB Funding Received - \$97,500

2006 - 07 CPB Funding Received - \$105,000



During the 2006-07 fiscal year, WSSB external funding increased due to private contributions as a result of increased membership activities.

2005 - 06 MEMBERSHIP \$5,314

2006 - 07 MEMBERSHIP \$5,845

**KEY ISSUE:** *Identify and promote the University's competitive advantages (niche(s) in academic and non-academic areas of excellence).*

**GOAL 25: Identify and promote SCSU's competitive advantages for marketing and improve SCSU's image to attract more contributions and build donors' confidence.**

**1. Continue to utilize appropriate marketing strategies to promote SCSU.**

SC State retained Semaphore through a 5-year contract to assess and provide recommendations to enhance the University's brand and public perception. As a result, SC State introduced a new logo to complement the University seal and new tagline '**a new state of mind**' on February 23, 2007. In addition campus signage bearing the new circular logo was erected in early April 2007. SC State launched a "**Billboard**" marketing campaign. Currently, there are two boards on I-26. The licensing program has been re-instated. UR&M is working closely with the Office of Special Assistant to the President to issue licensing agreements to select vendors for the purpose of providing SC State-branded apparel and merchandise to constituencies beyond the University bookstore and local Orangeburg retailers.

SC State enhanced its website with a new look and enhanced navigation on February 23, 2007. To date, the website receives an average of 7,000 hits per day. With the launch of the website, not only for the Office of University Relations and Marketing, but for the entire University, there has been a significant, positive impact on our communication with our external stakeholders. The website is being used as a major marketing tool to improve SC State University's image to attract more contributions and build donors' confidence

**2. Identify academic areas that will serve as leads in promoting the University's academic programs.**

Plans are ongoing to establish a team of employees to identify academic areas that promote the University, to establish criteria for selecting lead areas and to develop marketing campaign and materials to promote these areas.

**3. Identify non-academic areas of the University that help to promote SCSU.**

Plans are ongoing to establish a team of employees to identify non-academic areas that promote the University, to establish criteria for selecting lead areas and to develop marketing campaign and materials to promote these areas.

As an outreach tool for the University and training ground for students, WSSB has been instrumental in producing sharp, knowledgeable young men and women who have developed

successful careers in the fields of media and radio broadcasting. The station continues to provide hands-on training for students in a convenient and familiar setting on the campus of South Carolina State University.

**4. Improve SCSU image to attract more contributions and build donors' confidence.**

Brand Identity recommendations received from Semaphore Inc. are being implemented. Alumni Relations planned and implemented activities for home and away games during the 2006 Football Season. Award a trophy to recognize each chapter's 100% support.

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STUDENT LIFE

KEY ISSUE: Enrollment Management

GOAL 26: Annually increase and retain enrollment at a level that will produce 6,000 students by 2014.

- 1. Develop and implement a comprehensive enrollment management plan to reach the 6,000 headcount goal by 2014.**

The first stage of the enrollment management plan is completed for 2007-08. A permanent director of admissions was hired and new and more rigorous recruitment strategies were implemented, and new recruitment materials were developed. Comparisons will be made beginning in fall 2007 regarding changes in enrollment, retention and graduation rates. As part of an overall recruiting plan academic affairs has begun to target various workforce groups to increase enrollments in job-related courses. To enhance retention, University 101 has been revised and SSRP is working with academic chairs to employ intrusive advisement/counseling to students. Workshops for all faculty were held on August 16, 2006. Tutorial services and test-taking workshops are also being provided to students via SSRP.

GOAL 27: Improve the diversity of the student body.

- 1. Contribute to closing the gap in educational attainment across ethnic group, gender, income levels, and geographical regions of the state.**

To be addressed in the next fiscal year.

2. Enhance the participation and involvement of international students.

Multicultural and international activities on campus have increased and students have been provided with a variety of activities. Business and Nursing are reviewing proposals for students from India to study at SCSU in Nursing and MBA.

AA recently accepted foreign student into MBA

The number of academic scholarships has been increased for international students.

KEY ISSUE: Living and learning environment for students that enhances student productivity

GOAL 28: Provide a holistic living and learning environment for students.

1. Provide global activities for the student body.

The learning environment has been enhanced by the on-going renovations of existing residence halls and implementation of the new residence halls.

Computer technology in residence halls is an on-going process and hopefully will be provided before the next quarterly report

GOAL 29: Sponsor a broad-based athletic program that continues to provide opportunities for student-athletes to develop academically and athletically.

1. Maintain full compliance with University, MEAC and NCAA regulations.

Coaches and the Compliance Coordinator meet monthly to review existing and new developments in NCAA, MEAC and institutional rules and regulations.

Coaches are allowed to attend association meetings relative to their sports.

2. Provide support in all areas of student-athlete welfare.

While several facilities upgrades are in progress, the department works with the administration in identifying ways and means to continue the upgrade of athletic facilities. Athletics facilities continue to be improved to expose student-athletes to the best possible facilities, equipment, training and healthcare.

Through the CHAMPS Life Skills Program, athletes are given the opportunity to hear presentations made by special topic speakers. At least three special topic speakers are identified each semester to address student-athletes.

Student-athletes are required to participate in at least two community service projects per semester.

3. Continue to recruit student-athletes who possess reasonable expectations of academic and athletic success.

Coaches are responsible for recruiting athletes who meet both the highest academic and athletic standards. According to NCAA rules and regulations, coaches recruit the best qualified students for the University and for their respective programs.

The academic progress of student-athletes is monitored to ensure that the APR requirements are met. The APR for each sport is reviewed with the respective coach once a semester.

4. Maintain a sound financial base through adequate funding and appropriate management of funds.

The Athletics Department has a marketing plan that aids in generating increased funding through state, corporate and private sources. Non-state appropriations continue to increase annually through fund development activities that include the Annual Fund campaign. (IA) The marketing plan provides for continued search for non-state revenues (Athletics). The marketing director aggressively identifies and secures additional funding for athletic needs from corporate and private sectors.

Athletic accounts are reviewed regularly to ensure proper management.

Once a month, the athletics business manager reviews all athletics accounts with coaches and the athletics director to ensure proper funds management.

5. Continue to employ coaches and staff who are consistent with University and Athletics Department philosophy and standards of integrity and moral conduct.

The Athletics Department has and continues to hire coaches and staff that demonstrate the highest level of achievement and who would carry out their duties consistent with the highest standards articulated by the department's mission. Qualified coaches and staff are hired as the need arises.

6. Continue to support the educational opportunities offered student-athletes with the ultimate objective of graduating every student-athlete.

Greater emphasis is placed on academics through academic monitoring, academic advising and tutors to assist students. Student-athletes receive periodic academic counseling and a cadre of tutors is utilized to assist athletes academically. Students receive academic advisement from the major department advisor as well as from the athletics academic staff to ensure continued academic progress.

Depending on their academic achievement and classification, student-athletes are required to attend study hall for as few as four hours a week to as many as ten hours a week plus a session with their athletics academic advisor.

All student-athletes are required to obtain academic progress reports from their instructors every three weeks during a semester. An additional academic advisor has been hired to handle the increase demand for academic monitoring and advising.

